

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force Reserve Overview



U.S. AIR FORCE

Brig Gen C. E. Martinez
Mobilization Assistant
DCS Warfighting
Integration
19 December 2003



U.S. AIR FORCE

Overview

- **Today's Air Force Reserve**
 - **Who We Are**
 - **What We Do**
 - **OIF Mobilization**
- **Recruiting & Retention Summary**
- **Challenges**
- **Summary**



U.S. AIR FORCE

Air Force MAJCOMs



We are one of nine major commands of the Department of the Air Force.



Air Combat Command



Air Education and Training Command



Air Force Materiel Command



Air Force Reserve Command



Air Force Space Command



Air Force Special Operations Command



Air Mobility Command



Pacific Air Forces



United States Air Forces in Europe

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U.S. AIR FORCE

AFRC & ANG Comparison

AFRC

ANG

Size

75,800

107,000

Missions

Most USAF Missions

IMAs

Weather

Aerial Spray

Fire Fighting

Most USAF Missions

State Missions

Air Defense

Fire Fighting

Command & Structure

Commander (Dual hatted)

Command Headquarters

**3 NAFs, 36 Wings (UE &
Assoc) & 4 Detached Groups**

Approx 13,000 IMAs

Governor/Director

Readiness Center

State AGs

89 Wings (UE)

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Dual Hat Responsibilities

***Lt Gen James E. Sherrard, III
is Chief of Air Force Reserve and
Commander, Air Force Reserve
~~Command~~***

<i>Chief of Air Force Reserve</i>	<i>Commander, Air Force Reserve Command</i>
Responsibilities: <ul style="list-style-type: none">- Policy- Planning- Programming- Budget- Report to Congress	Responsibilities: <ul style="list-style-type: none">- Supervision- Maintenance- Training- Safety

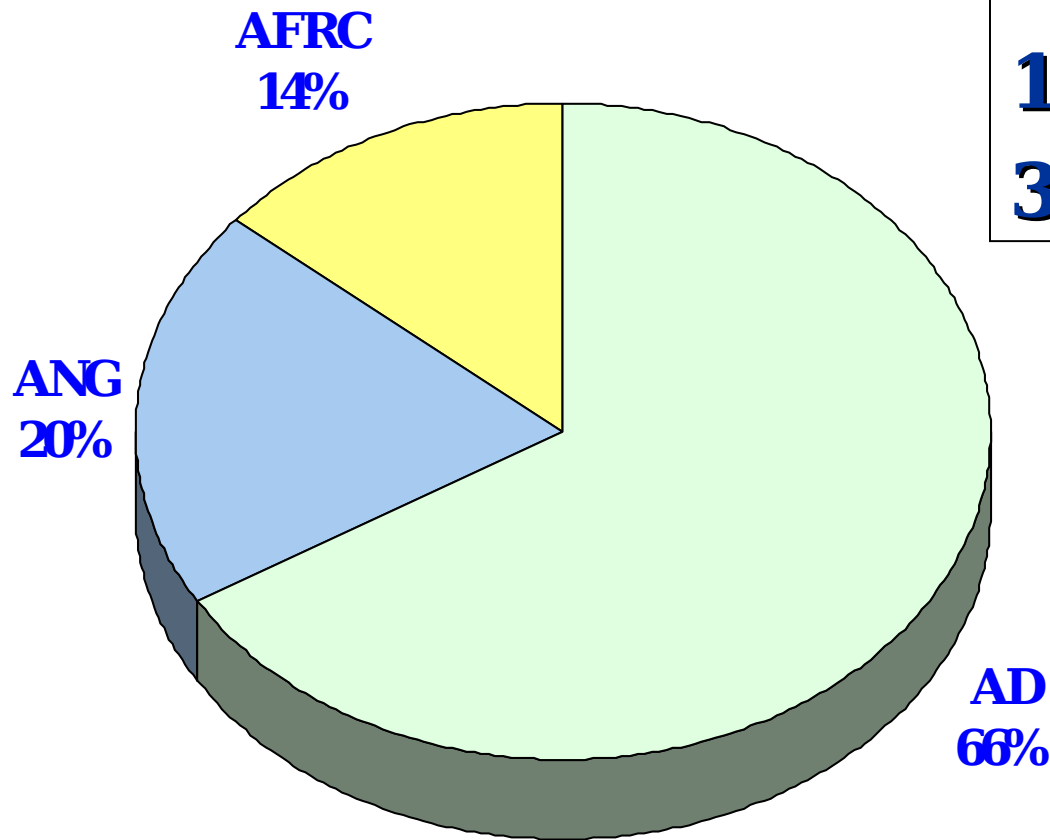
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Air Force End Strength

FY 2004



75,800	AFRC
107,000	ANG
359,300	

Data from FY 2004 President's Budget

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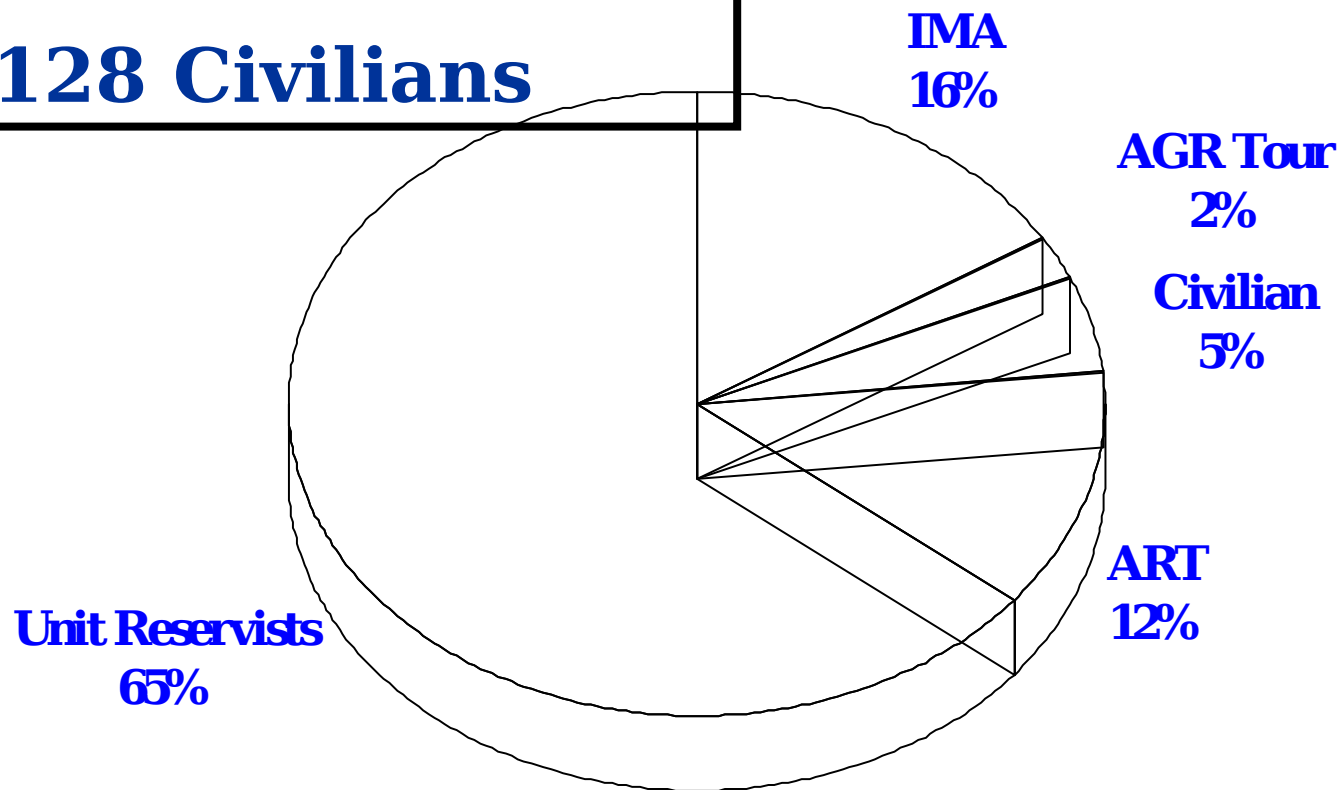


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Air Force Reserve Command

FY 2004

**75,800 Reservists
4,128 Civilians**



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Individual Mobilization Augmentee (IMA)

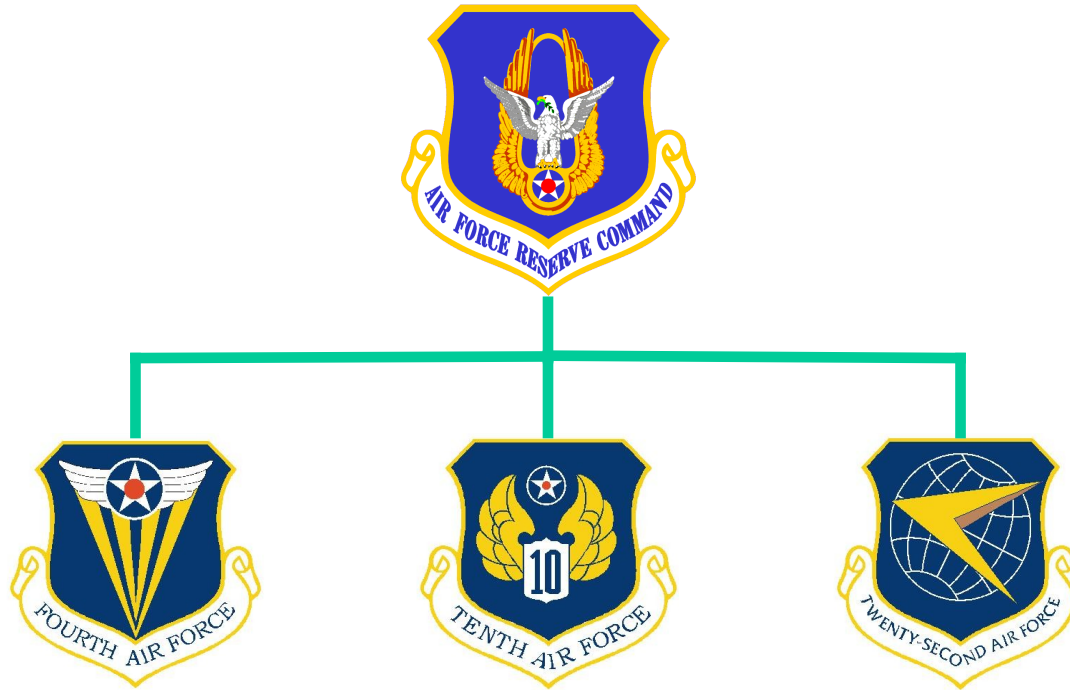
Program

- **Train as Individuals at Active Duty Locations**
- **Serve at Wing, MAJCOM, Air Staff, Joint Staff, OSD, Other Agency and Combatant Commander Levels**
- **Medical, Intelligence, JAG and Chaplains are Centrally Managed Programs**
- **To meet the requirements of FY 97 NDAA, ADCON is Responsibility of AFRC/CC; OPCON & TACON are Responsibility of Active Duty Organizations**



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AFRC Numbered Air Forces



- ✈ **Administer/Supervise Unit Program**
- ✈ **Provide Logistics Support**
- ✈ **Review/Manage Unit Tasking**
- ✈ **Ensure Combat Readiness**

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Types of AFRC Flying Units

- **Unit Equipped**
 - **Own their aircraft - 441 Total Aircraft Assigned**
 - **Self-contained**

- **Associate**
 - **Collocated with active duty units**
 - **Share aircraft/weapon system and responsibilities**



Unit Equipped

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Airlift

- C-5A
- C-141C
- C-130E/H/J
- C-9

Rescue

- HH-60G
- HC-130

Air Refueling

- KC-135E/R

Space

- DMSP Satellite

Special Operations

- MC-130E

Weather Reconnaissance

- WC-130H/J

Bomber

- B-52H

Fighter

- F-16 C/D
- A/OA-10A



Associate Units

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Airlift

- **C-5A/B**
- **C-17**

Air Refueling

- **KC-10**
- **KC-135R**

Fighters

- **F-16C/D**

Airborne Warning

- **E-3 AWACS**

Special Ops

- **MC-130P**

Training

- **T-38/T-37/T-1/T-6**

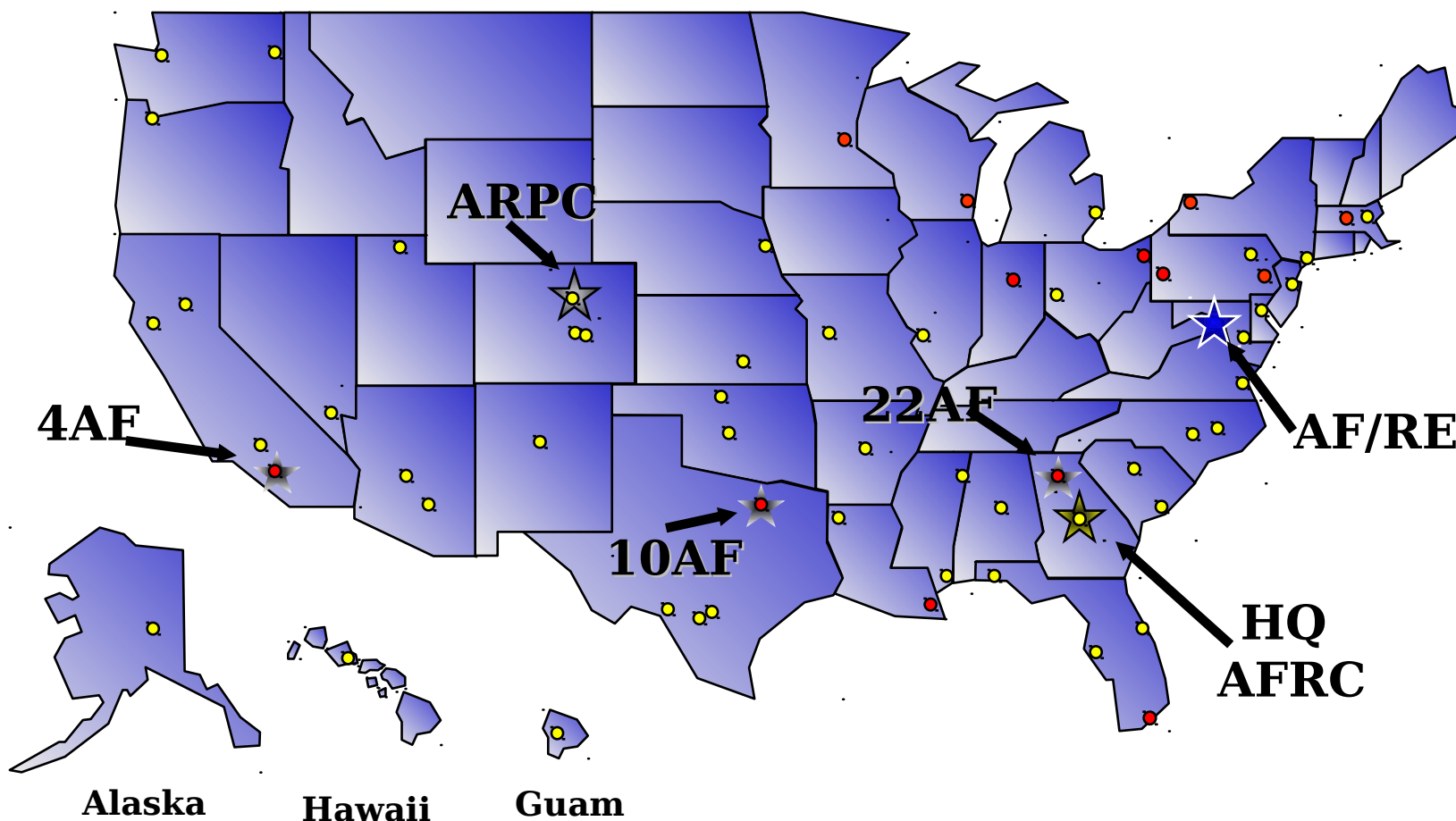
Space

- **DSP & GPS Satellites**
- **SBIRS II**



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Air Force Reserve Locations



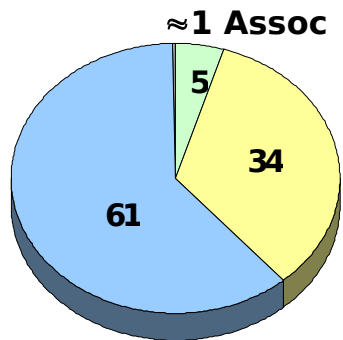
● AFRC Host Bases

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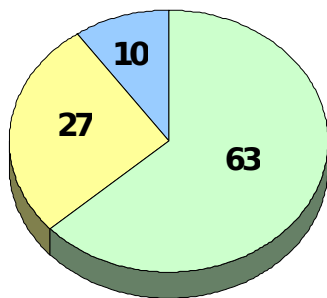


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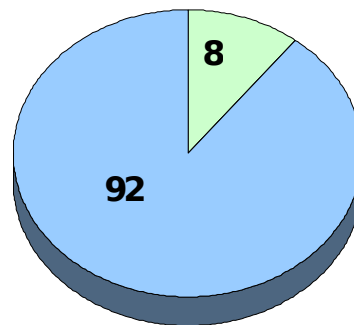
Active/Reserve/Guard Aircrew Percentage Mix



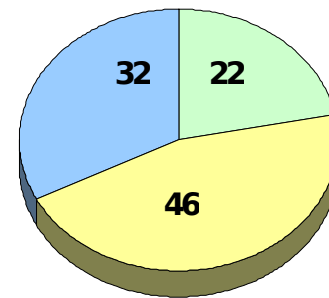
Fighters



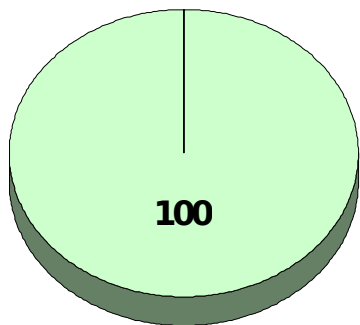
**Aeromed
Evac**



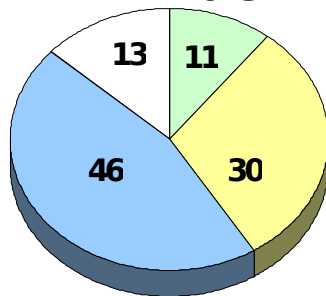
Bombers



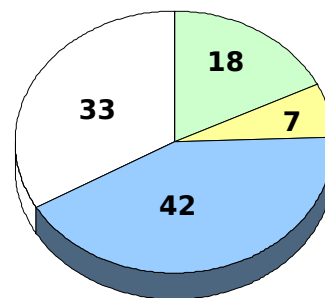
Tac Airlift



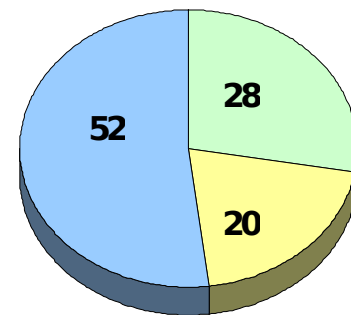
Weather



Tankers



**Strat
Airlift**



Rescue



Active



**AFRC
UE**



**AFRC
Assoc**



ANG

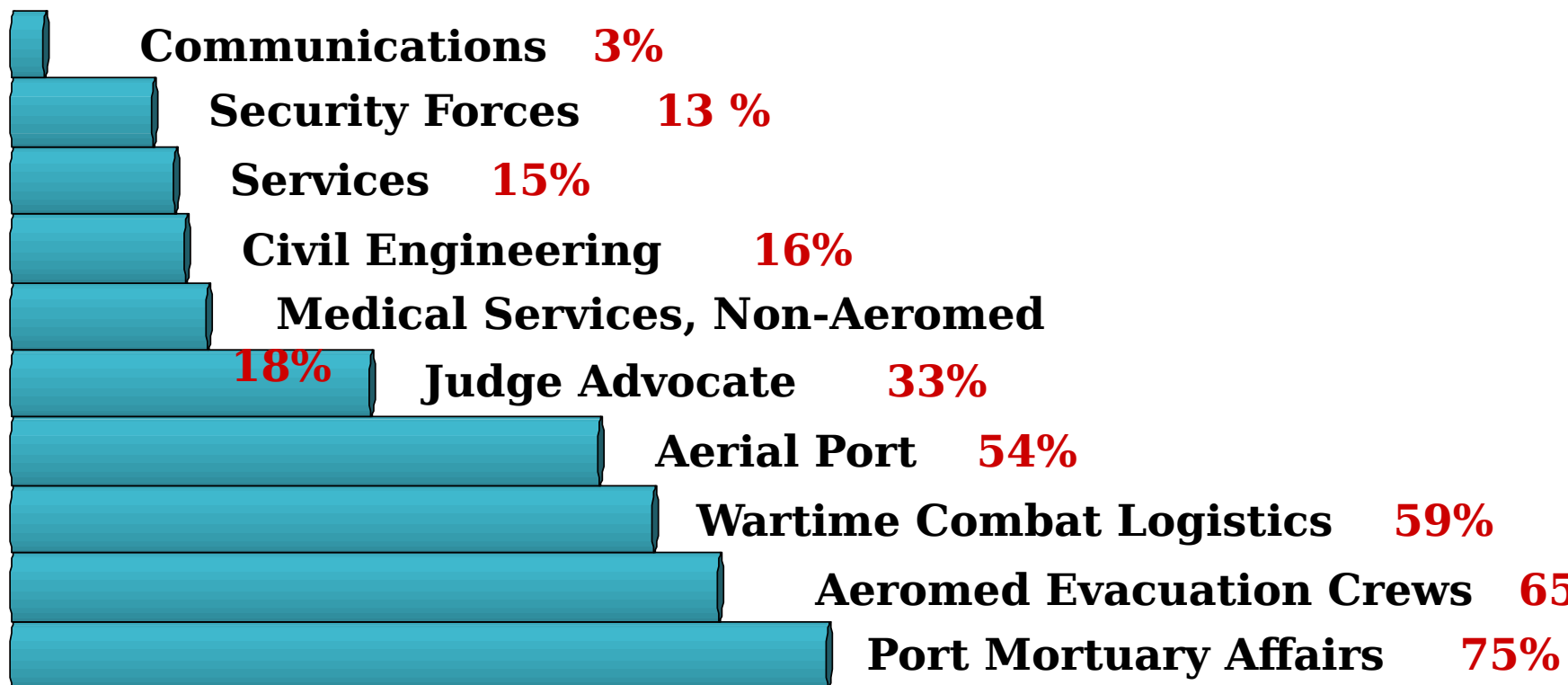
As of: FY02/Q4

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Operational Support

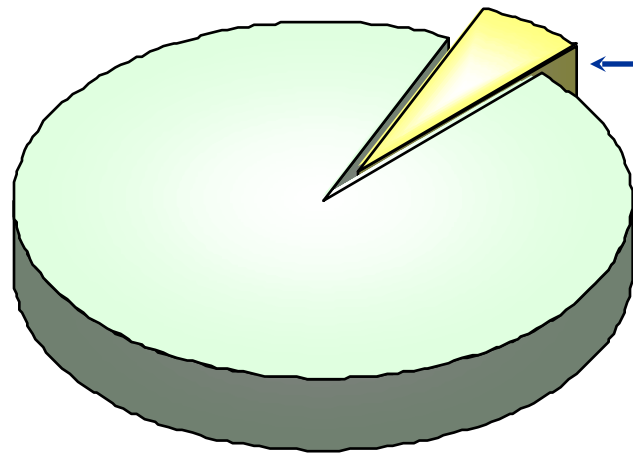




Cost Effectiveness

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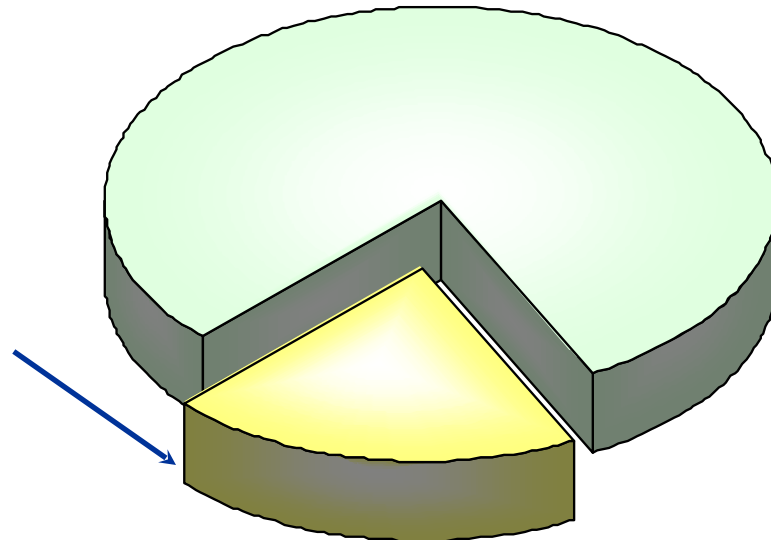
Total Air Force Budget



AFRC Budget - 4%

Air Force Warfighting Capability

Supplied by AFRC - 20+ %





AFR Mobilization

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- **Cumulative Mobilizations - 25,000+**
- **Total Mobilized for 2nd Year - 3,100+**
- **Currently Mobilized - 9,300+**
- **Final Demobilizations Dates Pending**



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AFRC Mobilization



**GWOT Peak Mobilization was during OIF 15,332
(16 Apr 03)**

Desert Shield/Storm Peak Mobilization 23,013

**Total Number of AF Reservists 23,700+
Mobilized for GWOT**



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Air Force Reserve Contribution



~~OIF Strategic Airlift~~



- **C-17**
 - 45% of AF crews
 - Combat Airdrop
 - Operating into Iraq Airfields

- **C-5**
 - 50% of AF crews

- **C-141C**
 - 40 AC (90% of C-141s)
 - Aeromedical Evac Msn
 - Repatriate POWs

AFRC has 51% of Total Force
Airlift Crews



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Air Force Reserve Contribution OIF Tankers



- **KC-10**
 - 25% of AF crews
- **KC-135**
 - 25% of AF crews
- Airbridge
- Theater Refueling

AFRC has 23% of Total Force
Tanker Crews



Air Force Reserve Contribution



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~~OIF Bombers and AWACS~~



• B-52

- 33% of crews
- LITENING II pod—
First use on B-52
- Strategic Attack &
CAS

AFRC has 8% of Total Force
B-52 Crews

• E-3 AWACS

- 20% of crews
- Airborne Warning
& Control

AFRC has 11% of Total Force
AWACS Crews



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Air Force Reserve Contribution OIF Combat Rescue



- **HH-60**
 - 33% of AF crews
 - Combat Rescue
- **HC-130**
 - 33% of AF crews
 - Combat Rescue

AFRC has 30% of Total Force
Combat Rescue Crews



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Air Force Reserve Contribution



~~OIF~~ Special Operations



- **MC-130 E/P**
 - 62% of AF crews
 - Special Ops

AFRC has 56% of Total Force
Special Operations Crews



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Air Force Reserve Contribution

~~Off Combat Support~~

- **Security Forces**

- 2165 Mobilized (1 Mar 02)

- **Civil Engineers**

- 549 Mobilized (16 Apr 02)

- **Aerial Porters**

- 921 Mobilized (16 Apr 02)

- **Intelligence**

Highly Commendable for Particular
AFSC

- 497 Mobilized (16 Apr 02)

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Air Force Reserve Contribution



~~OTF Enabler~~—Space Operations



- **7 Reserve Squadrons**

- 7th Space Ops Sq (DSP Satellites)
Missile Warning

- 6th Space Ops Sq (DMSP Satellites)
Meteorology

- 9th Space Ops Sq—Aerospace Ops
Center

- 8th Space Warning Sq (SBIRS Satellites)
Missile Warning

- 14th Test Squadron--Space Aggressor
and Test

- 19th Space Ops Sq (GPS Satellites)
Navigation

- 310th Security Forces Sq—Space
Security

- **AFRC Personnel**

- 372 unit personnel

- 557 individual mobilization augmentees

(IMAs)

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OVERVIEW

Historical Context



- **Pre-9/11**
 - **Predictability**
 - **100% Volunteerism**
- **Post-9/11**
 - **Existing AEF requirements PLUS...**
 - **Surge requirements which drove near-immediate mobilization**
 - **Unplanned Homeland Security requirements at AFRC bases**
 - **Heavy CONUS CAP requirements**

Continued...



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OVERVIEW

Historical Context



- **Rolling into OIF**
 - **Transitioning MPA volunteers to mobilized (PM) status (CENTCOM dictated)**
 - **Mob authority limitation—unknown duration of OIF**
- **Post-Iraqi Regime Change—current**
 - **Undefined requirements**
 - **Redeployment issues**
 - **Demobilization requirements**



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Lessons Learned / Problems Identified



- **Force Structure / Readiness**
- **Lengthy Mobilization**
- **Change in Planning / Execution Paradigm**
- **System Support**
- **Redeployment Priorities**
- **Optimizing Volunteerism**
- **Member and Community**



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Force Structure / Readiness



- **Pre-9/11 funded Total Force structure and readiness**
 - **Good News**
 - Air Force Reserve funded at C-1 readiness level
 - Air Force Reserve trained and funded to respond in 72 hours
 - AEF construct gave sourcing functionality and readiness statistics down to the UTC level
 - **Bad News**
 - Force structure based on pre-9/11 assessment of Homeland Security requirements
 - Security Forces needed for AFRC base security dual tasked
 - Sustained Combat Air Patrol requirement drain on fighter, tanker, and AWACS resources
 - AEF construct not easily adapted to sourcing rapidly changing requirements
 - Tough to manage volunteers and mobilized Reservists at same time
 - Different “communities” manage different AEF mission areas
- **Lesson Learned**
 - AF Corporate Structure needs to continue to reassess emerging requirements to insure proper force structure and funding
 - AEF construct evaluation is underway



Lengthy Mobilization



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- **PM for GWOT is the longest sustained, large-scale mobilization in the history of the Air Force**
 - **Only 5% of AF Reserve members have been mobilized for two years, however...**
 - **Critical career fields exist**
 - **ARC members are maxing out their 24-month clock**
 - Issues with CoCOMs and gaining MAJCOMs tracking release dates so that members are redeployed and released in time to accomplish demobilization actions (e.g., leave, reconstitution and downtime, medical processing)
 - Planning for future requirements complicated for heavily used specialties
- **Lessons Learned**
 - **AFR resource not unlimited under single PM authority--affects operational planning and sustainability**
 - **Innovative approaches such as using Army Reserve Component support for AFRC base security can be pursued**

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Change in Planning / Execution Paradigm



- **Previous deliberate/crisis planning paradigms not easily adapted to DEPORD-centric process**
 - **Coordination/processes required change frequently**
 - **Senior decision makers changed roles from direct involvement in deliberate and crisis planning to direct involvement in execution**
- **Problem Identified—Mobilization staff processes are not timely**



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System Support



- **Air Force automated planning systems (e.g., ASPEN) not integrated with DCAVES; AFRC automated tracking systems not integrated with ASPEN**
 - **Duplication of effort**
 - **Increase likelihood of error**
 - **Increased processing time, delaying mobilization and deployment**
 - **Tracking personnel is problematic;**
 - **AF Reserve tracks until mobilization (and after, but not at a geographic-level of detail)**
 - **Active duty tracks after mobilization, but are not always able to know when members are moved to another location after their initial deployment location**
- **Problem Identified—Much work necessary to make systems streamline processes and track members; however significant progress already made with DCAVES—the only service system currently integrated with JOPES**



Redeployment Priorities



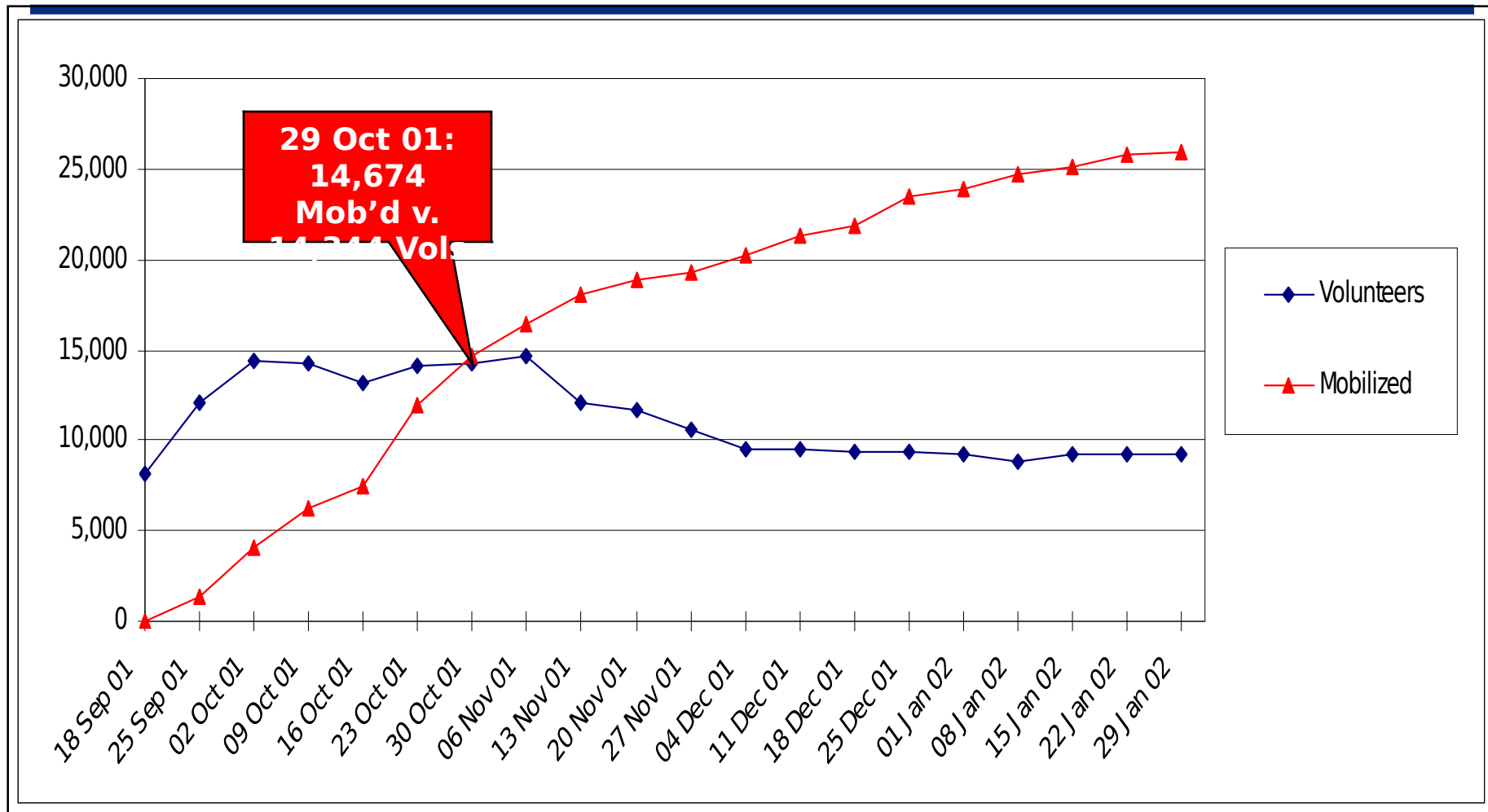
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- **Redeployment priorities--Criteria not clearly articulated, appeared ad hoc; Should be based on long-term effects and consequences**
 - **First-in; first-out?**
 - **Mobilized ARC out first?**
 - **Mission-dependent, based on long-term sustainability?**
- **Lesson Learned—Criteria for redeployment should be established and clearly articulated**



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ARC Mobilized vs. Volunteers



MOBREP data first collected 18 Sep 01; first personnel mobilized 21 Sep 01.



Optimizing Volunteerism



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- Volunteerism provides optimal use of ARC forces, maximizes the resource--obstacles to volunteerism should be minimized
- **Lesson Learned**--Provide parity of benefits between PM-ed members and MPA volunteers (e.g., TRICARE for families, BAH)
- **Problem Identified**--While members are allowed to volunteer for 365 day-MPA tours supporting GWOT, multiple waivers required
- **Problem Identified**--Need to provide motivation for Combatant Commanders to accept volunteers
 - CoComs prefer members who are committed to stay for longer periods
 - Perceptions that volunteers will just “pick up and leave” (they have even turned down 120-day volunteers in favor of PM-ed ARC members)
- **Lessons Learned**--Employer perceptions differ between PM and MPA volunteer



- **Member lesson learned—Essentially EVERYONE is deployable**
 - Family plan
 - Financial plan
- **Community lesson learned—Need plan for replacement of SF, medical, EOD personnel in case of reserve mobilization**



Summary



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- **OIF Mission Accomplished**
 - **AF Total Force Concept worked—could not have been done without the ARC (volunteers + mobilized members)**
 - Made possible by AF investment in force structure and readiness
 - Pre-9/11 ARC participation in AEF provided ideal preparation
 - **Herculean team efforts overcame:**
 - Only partially integrated planning and execution systems
 - Frequent mobilization process changes
 - **Overall, AFRC forces were not fully exercised; however, small group of career fields were overtaxed (mobilized > 1 yr)**
- **Many lessons learned from ONE/OEF were applied to OIF; issues requiring development of in-depth solutions are being identified**



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Recruiting and Retention

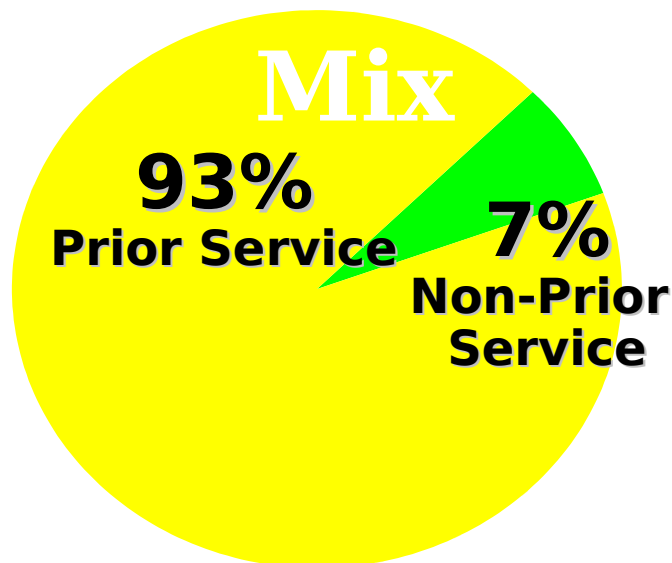


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FY 2003 Experience Indicators



AIRCREW

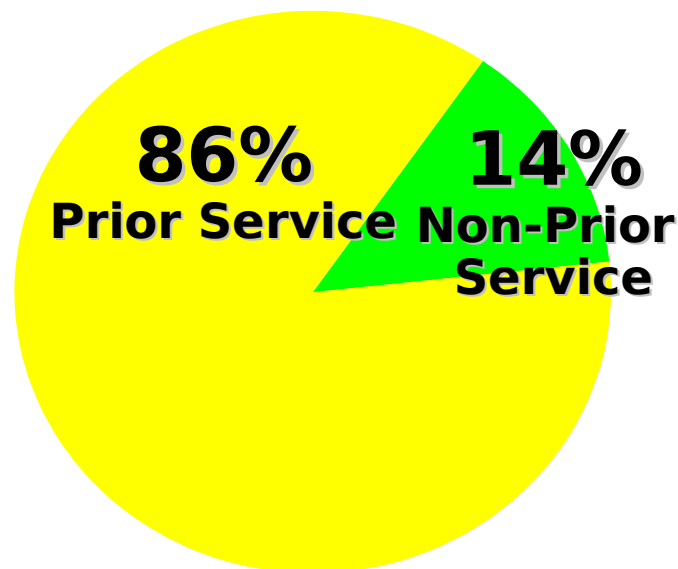
Avg. Years Experience

- ✈ **Enlisted 13.3**
- ✈ **Officer 13.8**

SUPPORT

Avg. Years Experience

- ✈ **Enlisted 12.2**
- ✈ **Officer 14.3**





AFRC Reenlistment Rates (FY 03)

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First Term 79%

Second Term 73%

Career 95%



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AFRC Officer Selected Reserve Retention Rates

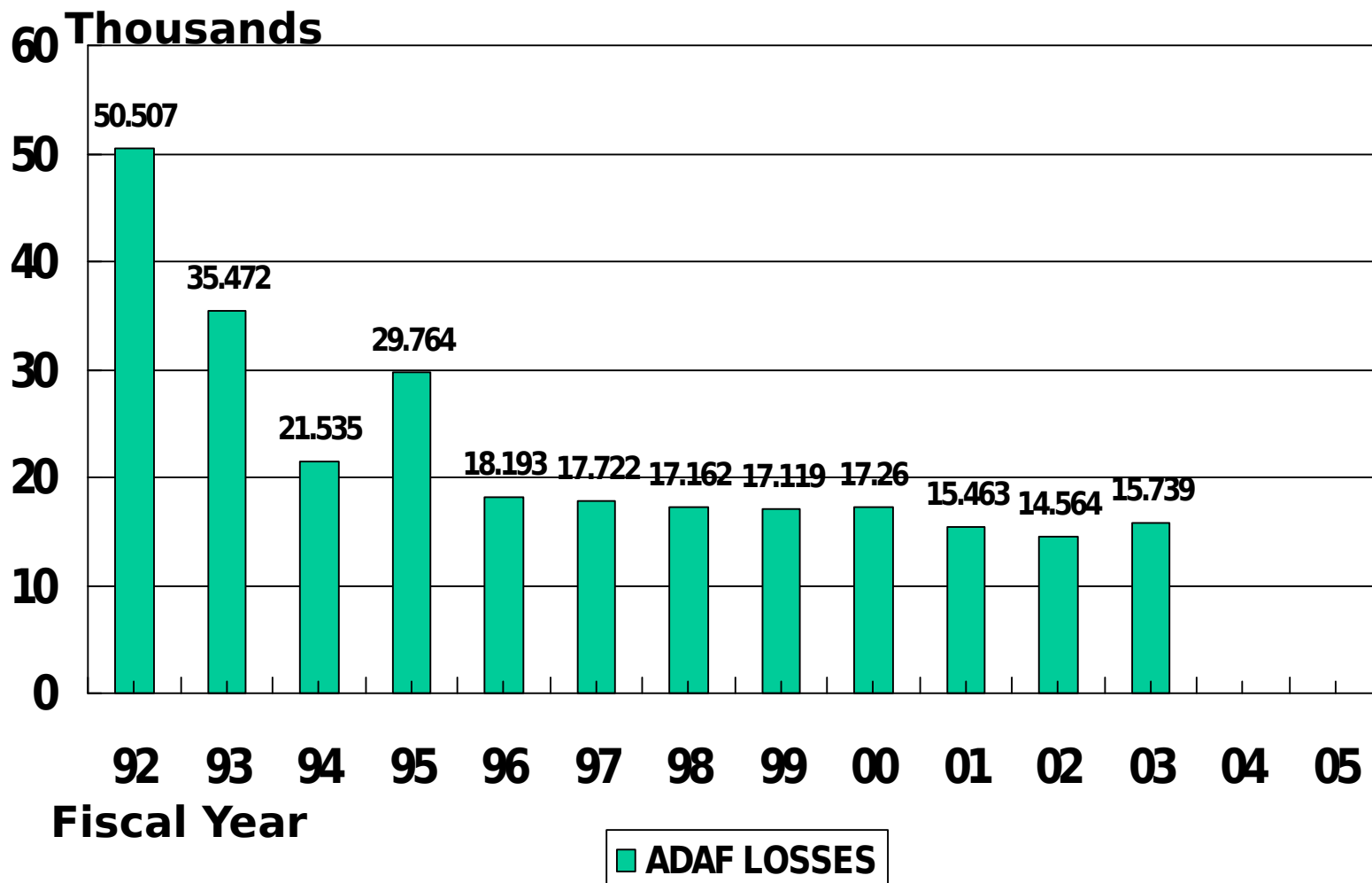
%	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>
Pilots	90.1	87.9	91.6	94.4	89.0
Navigators	95.5	94.5	93.9	95.6	91.3
Non-Rated Spt	93.3	97.6	93.4	94.8	87.2
Support	92.2	93.3	92.3	93.5	89.4
Non-Line	90.9	92.6	91.7	93.9	87.8
Other	100	100	100	92.7	86.4
Overall	91.5	92.0	92.1	94.0	88.7



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Potential AD Accessions

Prior to Stop Loss of 2002



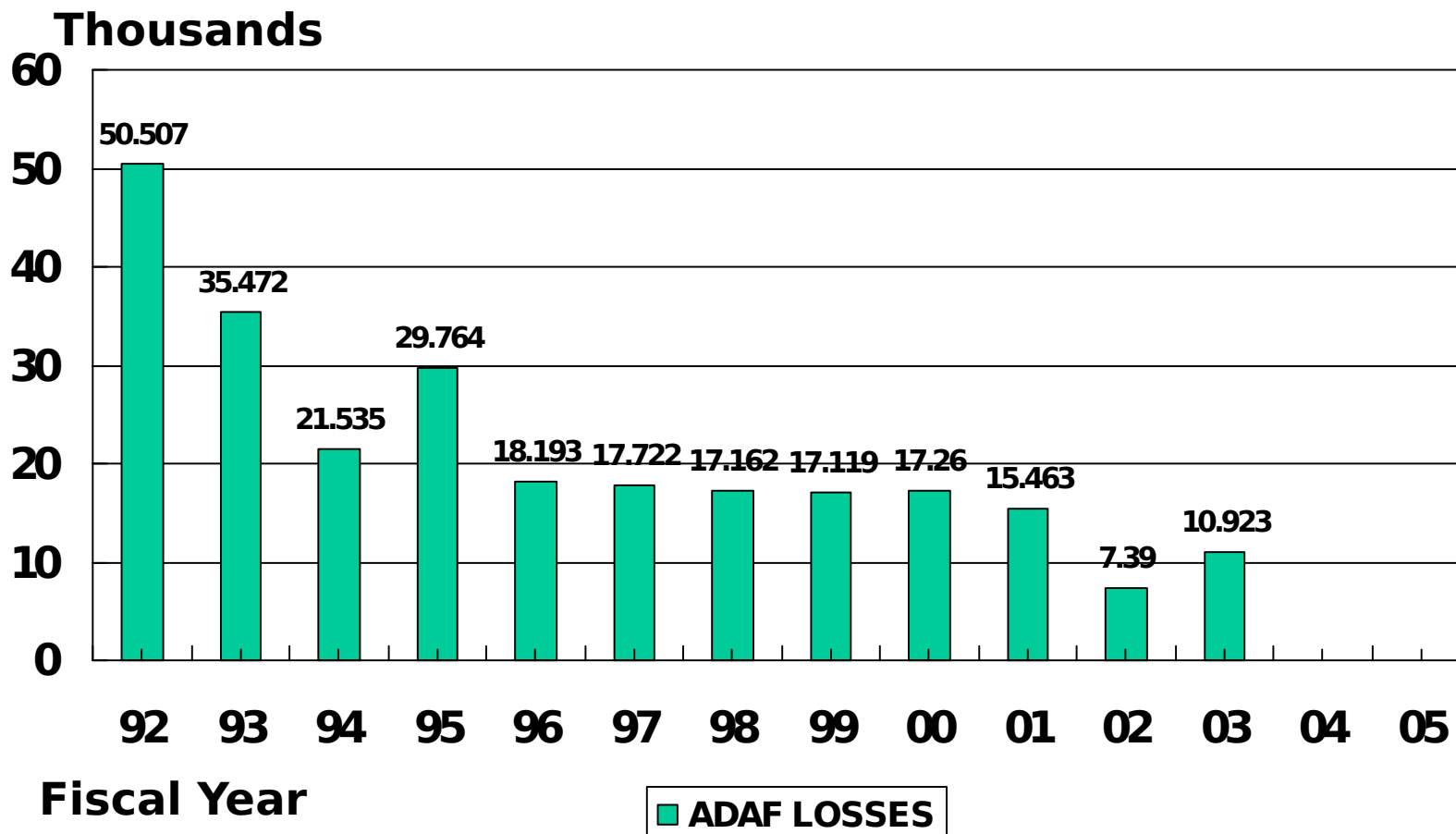
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Potential AD Accessions

Post Stop Loss 2002/2003



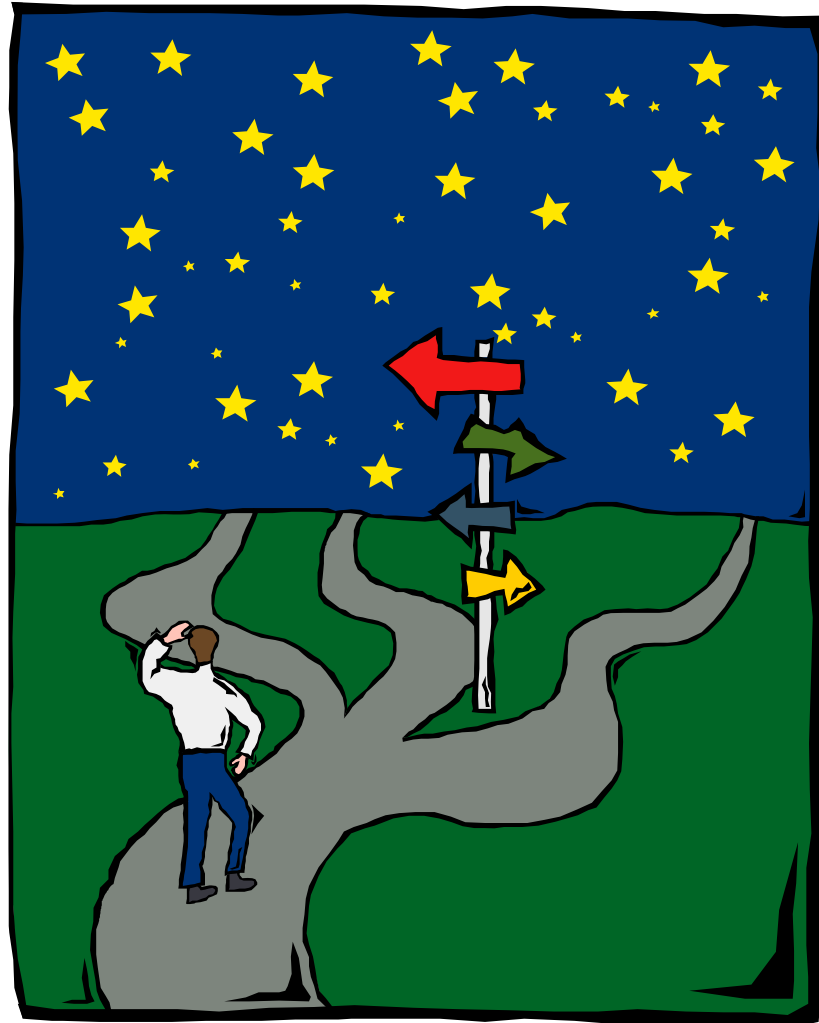
HQ AFRC/RSOO

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Future Challenges...



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People Challenges

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- **Recruiting and Retention**
 - **Prior Service Member Availability**
 - **Recruiting Non-Prior Service Personnel**
 - **Recruiting of Active Duty Retirees**
 - **Pay/Entitlements/Benefits**
 - **Volunteerism**
 - **Mobilization/Demobilization Impacts**
 - **Family, Employer and Community Support**
 - **The Economy**



Readiness Challenges

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- **One Tier of Readiness Vice Tiered Readiness**
- **Accessibility-Reality Vice Perception**
- **Use of Reserve Members to Fill Needed Skills**
- **Combat Ready Vice Strategic Reserve Status**
- **Rising Cost of O&M with an Aging Fleet**
- **Continued Modifications of Equipment**
 - **Insure Interoperability**
 - **Relevant to Combatant CC Requirements**
- **Military Construction (MILCON) Funding Needs**
- **Potential Loss of National Guard and Reserve Equipment funding (NGREA)**



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Transformational/Modernization Challenges

- **Impact of Force Structure Decisions**
 - **C-5 AMP/RERP Decisions**
 - **C-130J, F/A-22 , JSF and Tanker lease Decisions**
 - **Impact of Potential Rebalancing Decisions**
 - **Stand-Up of Fighter Associate Units in FY04**
 - **Utilization of Reserve Members in AOC, Global Hawk, UCAV and Future Space Operations Missions**
 - **Funding for Expansion of IMA and Full-Time Positions**
 - **Security Improvements Essential for Bases/Units**
 - **Defining and Articulating the Differences between USAF Reserve Components and those of Other Services**
 - **Impact of AF/AFRC BRAC Decisions**
-



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Summation of Reasons for AFRC Success

■ People

- Prior Service Experience**
- Individual Mobilization Augmentee Program**
- Management of Reservists by Reservists**
- Family/Civilian Employer/Civic/Congressional Support**

■ Readiness

- One Tier of Readiness in Air Force**
- Readiness Standards Measured by Active Force**
- Train and Deploy with Active Force**

■ Modernization

- Comparable/Interoperable Weapon Systems**
- Combat Forces Remaining Relevant**

Strong, Viable Reserve

Family Reservist Employer





Proudly Serving
ABOVE & BEYOND



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Questions?



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A B O V E & B E Y O N D

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